

# 2013-16 Strategic Plan Report Card

Goal	Rating	Comments
<b>Goal A:</b> <i>We will expand leadership to advance our mission through targeted collaboration and leveraging resources.</i>		
<b>Initiatives:</b>		
1. CDR’s staff will participate in leadership activities with affiliated associations and/or organizations at the National, State, and local level for professional development and sharing of expertise.		CDR has achieved a high level of success in this initiative. During this plan period senior managers and directors have attained seats on statewide and local association’s board of directors including the California Child Care Resource and Referral Network, California Alternative Payment Program Association and the Local Planning Council of Ventura County. In addition CDR holds seats on the local Quality Rating Improvement Systems (QRIS) Executive Leadership Team, and the local STEM initiative, among other leadership roles. In addition, other CDR staff serve on a large number of local groups including the Partnership for Safe Families, Oral Health Collaborative, and the Citizen’s Review Panel (CRP)/California Systems of Care (CSOC) Committee. Our success with the local and state leadership far outshines our efforts at National associations, however we did have impact via the California Head Start Association where CDR held a board position and is a member of the National Head Start Association. Similar impact was felt with the RR Network being an influential member of Child Care Aware of America organization.
2. The Chief Executive Officer will increase training opportunities for CDR’s Board of Directors to strengthen the Board’s frequency in representing CDR to local communities in order to identify new collaborative partners for shared use of resources.		The CEO enlisted the Board of Directors to participate in training events sponsored by the Ventura County Community Foundation (VCCF) over several months which included training on fund development, governance, community awareness, and several other topics. After these trainings select Board Members reported out and discussed learnings with the entire board. After this series of trainings, new collaborative partners were identified by the CEO, including VCCF, Food Share, and United Way of Ventura County. Staff followed up on these identified partners and have participated in collaborative work and shared program efforts.

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<b>Goal B:</b> <i>We will develop and implement strategies for effective communication among internal and external stakeholders.</i>		
<b>Initiative:</b>		
<p>3. The Steering Committee will review, update and formalize a plan to increase communication modalities for both internal and external stakeholders.</p>		<p>In order to start work on this process we unified a workgroup committee, from various units within CDR to share what is already in place and ideas on what can be included to improve and/or enhance communication. Several accomplishments that have been completed include: ensuring that all CDR staff, located at central office and at the centers have their own email account. We created groupings that cluster groups such as: units, teachers, managers, in order to disseminate information; a Robo call was successful to inform clients of information; and a practice Robo call, for CDR staff was successful in reaching staff should an emergency arise. Also, the workgroup met with the Web Site committee to share information on items that we want uploaded so that external clients are able to access via CDR's website, including online forms. We will continue our collaboration with Human Resource agencies within our community to ensure that we remain current with the services they have to offer our families and we will continue discussions of reaching clients through the use of social media accounts. We have trained Head Start Family Services staff on the services that are made available through the Child Care Programs Department (CCPD), so they are informed and can offer services as needed to their assigned families and we have now partnered with CCPD on several recruitment activities, bridging the integration of Head Start and State Subsidized Child Care Programs.</p>

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<b>Goal C:</b> <i>We will increase unrestricted funds through new and current sources for specifically defined needs.</i>		
<b>Initiative:</b>		
<p>4. The Steering Committee, with Board participation, will develop a comprehensive fund development plan based on identified and strategic needs to increase funding.</p>		<p>CDR experienced little success in this initiative while making many efforts to move forward. Specific training on fund development concepts was conducted by local consultant Doug Green for the Board and senior management staff in the Steering Committee. The CEO worked over a period of years with a local incubator workshop leader, Professor Allen Tratnor to establish a for-profit entity to provide revenue support for CDR's programs. Ultimately the agency did not embrace this process. In addition senior management Steering Committee members questioned concurrent efforts to increase giving via our <i>Celebrate the Child</i> event. The event was felt to be too big a time commitment for staff and produced some resistance. Due to a lack of information on goal milestones for outreach and fund development from the coordinator of the event, the Steering Committee pressed to eliminate <i>Celebrate the Child</i>. After these setbacks, the CEO contracted with Doug Green to survey the Board and conduct one-on-one interviews to assess the agency's readiness to develop fund-raising activities. The survey has been completed and a Board presentation on the findings and the development of next-step action-plans has been proposed, however the written report of findings has been disseminated.</p>

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<b>Goal D:</b> <i>We will retain and continue to attract a high quality workforce.</i>		
<b>Initiatives:</b>		
5. The Chief Executive Officer will institutionalize the Leadership Academy plan to further the professional development of staff.		In December 2014 the workgroup lead by Gayle Roederer, former director of HR, developed the <b>Employee Development Training Project</b> , a training methodology consisting of PowerPoint presentations/lessons to assist staff in developing and strengthening their skills and professional growth and prepare for advancement. Employees may access these lessons at their leisure via CDR's Intranet. If they wish to receive credit for reviewing the lessons they may prepare a written essay for each presentation/lesson and submit to their supervisor and the HR Department. Upon review, HR will provide a certification of completion. There are currently 21 PowerPoint presentations/lessons available. Since its implementation several staff have taken advantage of these resources. Staff are informed of this resource upon hire and periodically via e-mail reminders. The resource library will be continually updated.
6. The Steering Committee will take leadership to explore and implement at least one new affordable staff benefit to increase employee satisfaction.		Initiative 6 was fully met when CDR added Cesar Chavez day as an additional holiday recognized by the agency. The committee first connected in November of 2013 where ideas were shared for an affordable benefit. Ideas were compiled and presented to the Steering Committee and committee voted for the best liked idea. Idea was then vetted against staff and program services day schedules. It was then presented and approved by both the general staff and Head Start Policy Council in January 2015. It was officially adopted in April 2015 and put on the schedule to be celebrated for the first time in March 2016 and then thereafter.

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<b>Goal E:</b> <i>We will sustain an organizational structure and culture that can respond to budgetary and regulatory changes.</i>		
<b>Initiative:</b>		
<p>7. The Executive Team will develop and begin implementation activities of the 2013 Program &amp; Support Integration Management Plan that will be responsive and/or create opportunities for the agency.</p>		<p>CDR has achieved a high level of success in this initiative. During this plan period, CDR convened a diverse team of leaders from across the organization to consider the ideal structure for Head Start and Early Head Start. This focused effort by the Design Team and local consultant Doug Green resulted in a plan to reorganize these divisions. Since then, CDR has accomplished much of what the Design Team envisioned, but there is still work to do in fully implementing the reorganization. The Design Team, CEO and Doug Green met on December 16, 2016, to celebrate what has been accomplished under the reorganization of Head Start and Early Head Start Program; identify unfinished aspects of the implementation and develop action steps to complete implementation of the reorganization in the coming year. In addition, the workgroup developed a vision statement: <i>“CDR will sustain an organizational structure and culture that unifies, and positions the organization to pursue opportunities and respond to changes.”</i> To that end, the workgroup developed an agency-wide staff survey to get feedback from all CDR staff regarding the agency’s culture. The workgroup completed the agency-wide survey with all departments and programs, with the exception of a group of instructional staff that have not yet completed the survey, which will be completed by March 2017. The survey results will be compiled and reviewed this coming year.</p>

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<b>Goal F:</b> <i>We will develop and implement a 21<sup>st</sup> century information management plan throughout the agency to improve efficiencies and effectiveness.</i>		
<b>Initiative:</b>		
8. The Executive Team, with advice of key stakeholders, will conduct an assessment of the agency's technological needs that increase access and use for staff and clients and begin implementation of plan.		The agency director responsible for IT conducted an evaluation and review of IT structure and staffing needs. Information was gathered on the agency Intranet needs as well implementing software upgrades to the Payroll department resulting in automatic deposit, automated W2 and advanced ADP options were expanded. Implementation of all staff access to email including all center staff has been achieved. Acceptable Use Policies were developed for agency-owned IT equipment. All contracted subsidized child care providers now have automatic deposit, greatly reducing the need for paper checks. Automated ticket systems were implemented for work requests for IT, Facilities and Warehouse departments. Tablets (iPads) have been selected and deployed for classroom use.
<b>Goal G:</b> <i>We will develop and implement new opportunities to increase and expand services for children and families.</i>		
9. The Steering Committee will ensure that program staff will provide parenting education, information, and/or resources to increase client's knowledge of parenting.		The workgroup researched the funding terms and conditions of the Child Care Programs Department (CCPD) and Head Start & Early Head Start programs; identified commonalities between programs and provided research-based ready for print Parent Handouts in the areas of Physical and Brain Development, Social and Emotional Development, Learning and Cognitive Development and Communication and Language Development. Developed and implemented a comprehensive 2016-2017 <b>Strategies Staff Training Plan</b> , whereby all levels of CDR staff were trained in Reflective Practice Supervision, Family Strengthening and the Five Protective Factors. This Spring and Summer of 2017, the workgroup will began to introduce Family Strengthening Parent Cafés to improve outcomes for children and families and provide examples of everyday actions to help build knowledge of parenting and child development.
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